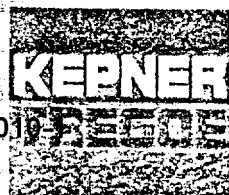


GOVERNMENT MANAGEMENT SEMINAR



AN EXECUTIVE DEVELOPMENT PROGRAM
THAT IMPROVES PROBLEM SOLVING
AND DECISION MAKING SKILLS
OF GOVERNMENT MANAGERS



GMS was created for government managers

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... at all levels ... at all government agencies

GMS objectives meet the growing requirements of government executive development

There's a quiet movement occurring in government today. Its focus is directed at improving executive development programs at all levels, in all agencies and departments. Its goal is simple: to make government more effective. Its methods are clear: to improve the effectiveness of present managers, and to prepare future managers for roles in a government more responsive to the needs of the people it governs. As a result, government agencies will have to adapt new training methods that offer new concepts to meet their executive development requirements. GMS can meet these requirements. The GMS program will teach government managers how to organize and use information to solve problems, make decisions, and assure success of plans. Through GMS training, managers are shown a systematic approach to rational thinking; they are provided with the analytical skills necessary to accomplish their goals with maximum savings of time and effort.

GMS is a six month program built around an intensive 5-day seminar that concentrates on important areas of concern as expressed by participants. The program is built upon four basic rational management thinking concepts. Each concept takes advantage of previously ascertained information to enable the manager to solve a specific problem. The following are brief descriptions of these four concepts:

PROBLEM ANALYSIS

Consider the definition of a problem as the deviation between what was expected and what occurred. The thinking process used to find the cause for this deviation is called Problem Analysis. Problem analysis begins with an accurate and thorough description of the deviation. GMS teaches techniques for defining the problem, as well as for developing and testing possible causes before any action is taken.

DECISION ANALYSIS

The problem has been defined, cause verified, and now must be solved. Usually, there's more than one alternative to its solution. Decision Analysis techniques enable the manager to evaluate these alternatives in terms of desired objectives. Methods are provided for comparing the effects of alternative actions. Techniques for putting risks into perspective are taught allowing for assessment of adverse consequences inherent in the alternatives.

POTENTIAL PROBLEM ANALYSIS

Before a course of action is taken, the manager must know what possible future problems will arise. Techniques used to determine these future problems are taught in the GMS program. Potential Problem Analysis will show the manager how to systematically and efficiently search for areas of high threat and potential problems thus allowing him to deal with them before the fact.

SITUATION APPRAISAL

The three preceding thinking concepts involve clear-cut objectives, goals, tasks and functions. However, many problems facing managers today aren't quite so crystallized. Situation Appraisal techniques teach the manager how to set priorities, when to deal with them, and how to go about it. Only in this way, can GMS thinking concepts be applied on the practical levels needed for more effective management.

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GMS improves your management ability while helping your people

GMS develops more effective managers

GMS is a results-oriented program. The key to its success is the practical aspect of using rational management thinking under actual job situations. Program participants are given assignments prior to seminar attendance that will enable them to bring on-the-job concerns to the seminar. During the seminar the manager is forced to critically evaluate his own methods of problem-solving and decision-making. As the seminar progresses, the manager will learn how to reach his objectives, and those of his superiors, through tangible on-the-job results. By teaching the manager techniques of rational management thinking, GMS training enables him to:

- Sharply improve problem-solving, decision-making, and potential problem analysis skills
- Make better and wiser use of time
- Make more objective and effective evaluations of conclusions and recommendations
- Communicate problems, decisions and potential problems more effectively
- Develop the confidence required to objectively handle people problems

GMS makes you a better manager

Once your managers start to apply the skills of rational management in their activities, overall department or agency effectiveness will be greatly improved. You'll begin immediately to see changes in the way your subordinates handle problems and make decisions. They'll consider more facets of a problem, ask more productive questions, and make better use of information. Their objectives will be more concisely defined, more alternatives will be considered, and better controls will be used when implementing a decision. In effect, you get the benefits of GMS training, through your managers, in the following ways:

- Improved personal relationships between you, your managers and their subordinates
- Maximum utilization of your management resources
- More effective identification of high-potential managers
- Increased awareness of overall department activities
- Better supervision of subordinates whose technical or functional knowledge exceeds your own

GMS learning and applications experience lasts a lifetime

Once the techniques of GMS thinking concepts are mastered, they remain with the manager for life. Regardless of where he's working, or what he's doing, he can apply GMS techniques to practical use. Even in his personal life, GMS training can be used to help make better purchase decisions, solve family problems, guide children with education and career planning. Because GMS concepts stress rational analytical thinking on a practical level, they may be applied to almost any situation confronting the manager.



GMS was created exclusively for government managers

Although similarities exist between government and business or industry management, there are also differences. For this reason, GMS was created exclusively for government application. GMS goals are oriented towards modern government thinking in terms of motivating people, sharpening existing skills and teaching new ones, showing more effective ways of handling personal relationships, and developing high-potential managers from within the department.

These government organizations have used Kepner-Tregoe programs successfully

The rational management skills have a record of proven performance in government application. Thousands of government managers over the past years have successfully completed the training. These managers have been representative of many government agencies and departments, some of which include:

- Department of Agriculture
- Department of Commerce
- Department of Health, Education & Welfare
- Department of Interior
- Department of Labor
- National Aeronautics and Space Administration
- State Department
- Department of Navy
- National Productivity Centre of Malaysia
- U.S. Air Force Academy
- Indonesian Institute for Management Education and Development
- Public Service Commission of Canada

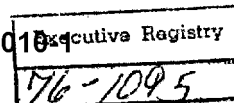
Kepner-Tregoe's Rational Management Programs have trained thousands of executives around the world

Kepner-Tregoe is a world-wide organization of educators, researchers, and successful executives from many areas of management. These people work under the guidance of Charles Kepner and Benjamin Tregoe, who founded the company in 1958 after leaving the Rand Corporation where they were involved with systems and training research. The company was established to research, develop, apply and communicate the process of rational management created by Kepner and Tregoe. Since its founding, K-T's rational management concepts have been taught to over 150,000 people in eight languages and in 35 countries. Typical of the organizations that have taken advantage of K-T training are:

- Honeywell Inc.
- General Motors Corp.
- IBM
- Eastman Kodak Co.
- Hewlett-Packard Co.
- Monsanto Co.
- General Electric Co.
- Ford Motor Co.
- International Paper Co.
- Banco do Nordeste do Brasil S.A.
- Unilever
- Florida Power and Light
- Volkswagenwerk AG
- Deutsche Nestlé GmbH
- First National City Bank
- Florida Power and Light Company
- Merrill, Lynch, Pierce, Fenner and Smith

KEPNER-TREGOE
GOVERNMENT DIVISION





24 FEB 1976

STATINTL

MEMORANDUM FOR:
Executive Secretary/O/DCI

SUBJECT : Verification of Current Designations of
Approving and Authorizing Officers

REFERENCES :

do not need all these
STATINTL

1. As of 29 February 1976, our records show that the following individuals have been designated to approve and/or authorize activities of the Office of the Director of Central Intelligence (Division 10):

STATINTL

Name	Financial Approving Officer	Travel Authorizing Officer	Other	Division Action*	
				Current	Revoke
<div style="border: 1px solid black; width: 150px; height: 150px;"></div>	Yes	No			
	Yes	No			
	Yes	No yes			
	Yes	No	Rental billings		
	Yes	No	" "	(Xerox)	
	Yes	Yes			
	Yes	No			
	Yes	No.	Rental Billings	(Xerox)	
	Yes	No	" "	(AB Dick)	
	Yes	No	" "		
	Yes	No	" "	(Xerox)	
	Yes	No	" "	(Xerox)	
	Yes	No	" "	(Xerox)	

2. To assure that our records reflect all current authorizations, please confirm the above and return a copy of this memorandum.

3. In the Division Action column, please indicate if the authorization is current or should be revoked. If the authorization is to be revoked, submit a Form 725 in accordance with reference (a).

AO/DCI

STATINTL

Chief
Certification & Liaison Division

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

C/Certification and Liaison Division
604 Key Bldg.

EXTENSION

NO.

DATE

23 FEB 1976

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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Ex Sec/O/DCI
7D6015 HQS.

25 Feb

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☐ UNCLASSIFIED ☐ INTERNAL USE ONLY ☐ CONFIDENTIAL ☐ SECRET

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SUBJECT: (Optional)		Executive Registry 76-2535	
FROM: Administrative Officer, DCI 7C-17, Hqs.		EXTENSION <input type="checkbox"/>	NO. DATE 7 JUN 1976
TO: (Officer designation, room number, and building)	DATE RECEIVED FORWARDED	OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
1. Executive Secretary 7E-12, Hqs.	12 Jun	[Signature]	<p>The Office of Training has announced the second running of the "Problem Analysis and Decision Making" course. This "live-in" 5-day seminar is to be held [redacted] 12-16 July 1976, and is considered to be especially useful for individuals at the GS-12 through GS-15 grade levels.</p> <p>The DCI Area quota is <u>two</u>; therefore, I will need nominations for this course by <u>14 June 1976</u> in order that the E Career Service Board can meet the 16 June deadline to the Office of Training.</p> <p>[redacted]</p> <p>Administrative Officer, DCI</p> <p>Attachment</p> <p><i>None from here.</i></p> <p><i>AO/DCI</i></p>
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